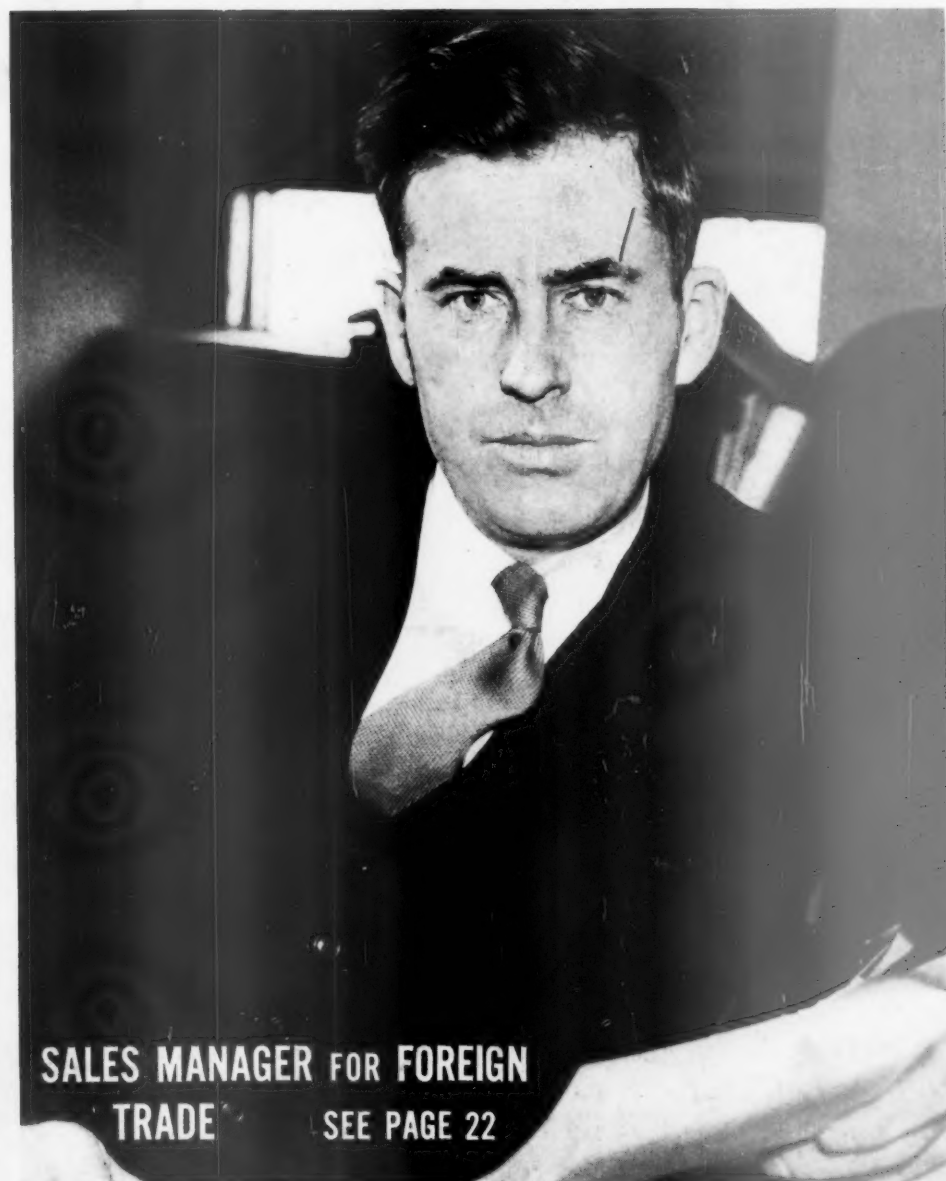


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The Executive **PURCHASER**

A NATIONAL PUBLICATION DEVOTED TO
PURCHASING AS AN EXECUTIVE FUNCTION
● IN CORPORATION MANAGEMENT



**SALES MANAGER FOR FOREIGN
TRADE** SEE PAGE 22

Acme

BOOTH 27



ON EXHIBIT— A representative line of modern, efficient, cost-cutting machine and tool equipment of vital interest to the manufacturer who requires accuracy of product at low unit cost. May we show you this equipment at Booth 27? Brown & Sharpe Mfg. Co., Providence, R.I., U.S.A.

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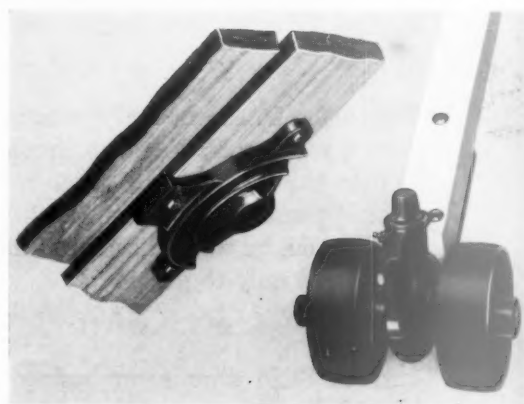
BELOW—A fleet of Z-K Lift Platforms and Trucks at the New York Central Terminal in Cleveland, operated by The Greeley General Warehouse Company. Note how easily this 2600-pound load is moved in and out of the cars. ABOVE—The operator swings and backs the same load in storage with scarcely any effort.

Z-K Lift Truck Systems are simple in design, ruggedly constructed, powerful, immensely practical. They handle materials in the shortest time at extremely low cost. If you will describe your requirements, we shall be glad to quote and recommend.

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Put Z-K Platforms and Lift Trucks on the job and watch things move. The price is so reasonable that you can buy and place a number of them at strategic points throughout your plant and snap them into action whenever the need arises. Z-K's easily handle 2,500 pound loads, doing the work of mechanical lift jacks at 10% to 50% of the cost. Note these main advantages:

- 1** You have no expense of operation other than the necessary man power.
- 2** Maintenance and repairs are negligible, since there is nothing to get out of order.
- 3** Z-K Lift Trucks engage and disengage in a moment, while the load remains in proper balance.
- 4** They take up very little space, inasmuch as they can be stood upright.



Note the simple construction. The operator raises the forty-eight inch handle to engage the horn and raises the legs off the floor by pulling the handle downward.



PLATFORMS AND LIFT TRUCKS

F. O. B.

[Filosofy of Buying]

NOW it can be told. Frederick J. Kenney, chief chemist in the testing laboratory of New York City's Department of Purchase, retiring last month after thirty-four years of service, summed up his experience in a salty interview on the text, "Crooks are the crux of public buying." His urgent recommendation is the repeal of a recent regulation which places sampling under the jurisdiction of the City Comptroller and testing under the Department of Purchase, resulting in a bad case of divided responsibility. "One department picks out the samples to be tested and turns them over to another department which has to certify that they are up to standard or below standard. There is no guarantee that the samples are competently taken, and the results of your test are entirely predicated on the samples you get." He cited several instances of "sugared" deliveries—a shipment of white lead paste, which contained about four inches of satisfactory material at the top of each barrel, while the balance was cheaper lithopone; and barges of coal similarly arranged. "If anything goes wrong, the testers are the ones who hold the bag. The whole process should be under one responsible head."

★ ★

Says Hi-Pressure Pete: *The more I see of some business men, I am convinced that all the amateurs aren't on the radio.*

★ ★

The modest P. A. who had just come back from a vacation at the shore was shocked to note the *Journal of Commerce* headline: "Swim Suit Lines to be Lower". Reading on, he was relieved to find that it referred only to prices.

★ ★

If Gertrude Stein were a purchasing agent, she would probably reason something like this: *An order is an order is an order. A price is a price a price price the order is a price a fair price. Quality is quality quality quality is. Value is quality over price. Price under price quality over quality gets the order.*

P. A.'s Mother Goose

10 little buyers signed the dotted line;
One forgot to ask the price,
Then there were but 9.
9 little buyers working early and late;
One bought only from his friends,
Then there were but 8.
8 little buyers hoping to get to heaven;
One thought kilograms were pounds,
Then there were but 7.
7 little buyers—none of them were hicks
But one met a smarter salesman,
Then there were but 6.
6 little buyers, glad to be alive;
One took a chance on quality,
Then there were but 5.
5 little buyers behind the office door;
One was too busy to read the ads,
Then there were but 4.
4 little buyers went out upon a spree;
One of them couldn't take it,
Then there were but 3.
3 little buyers feeling very blue;
One figured prices were due to slump,
Then there were but 2.
2 little buyers—my story's nearly done;
One bought a job lot bargain,
Then there was but 1.
1 little buyer, weary of the fray,
Married the boss's daughter
And hired a new P. A.

★ ★

THE industrious statistician and economic reporter, Col. Leonard P. Ayres of Cleveland, has issued a score sheet of recovery based on the index of industrial production for twenty nations over the past two years, as compiled by the League of Nations—a sort of business Olympiad with something far more substantial than a laurel wreath as the prize. It is rather difficult to draw any general conclusions from the statistics. Sweden, which has consistently held aloof from the turmoil of continental politics, leads the way with +41; but Hungary, a loosely-knit national entity and football of the stronger powers, comes second at +33. The dictators,

F. O. B.

with their unorthodox business methods, are not doing so badly: Italy is third at +31, Germany fourth at +26, and U.S.S.R. seventh at +19. Great Britain, following her traditional policy of muddling through, is in sixth place. Roumania, whose governmental energy is chiefly concerned with regulating the amatory policies of her king, ranks eighth. Canada, which had commissions studying our own elaborate recovery plan but decided against it, is in eleventh place, at +17, followed by little Finland, which holds the all-time record for prompt payment of international obligations. The United States, we regret to note, ranks nineteenth, at -9, with only France in a less favorable position. Viewing the picture as a whole, we find fifteen nations definitely on the upgrade, Holland holding her own, and only four in the minus column. The natural forces of world recovery are vigorously at work, and, in view of our own unfavorable position at the moment, stabilization and economic isolation would seem to be ends to be avoided rather than fostered.

★ ★

Treasurer Morgenthau, the world's largest purchaser of recovery, reports that it has cost him \$10,081,689,780 to date (July 18th). Good purchasing practice would now dictate that he (1) start a vigorous follow-up to expedite delivery; (2) institute some acceptance tests to determine quality and value of the product; (3) consider some of the alternative bids offered by industry.

★ ★

We have never belonged to a Browning Literary Society, but every once in a while we run across a line by Mr. Barrett's gifted son-in-law that is so luminous in its insight and so memorable in expression that we can't escape it. Purchasing is an exacting but not a particularly complicated profession. How then may we account for the wide divergence in effectiveness among buyers who are presumably of equal talents and ability? In a recent discussion of this question, one eminently successful purchaser advanced the opinion that it depends largely on the individual's attitude—what he is willing to put into the job. Whereupon he drove home his point by reciting: *That little more, and how much it means; that little less, and what worlds away.*

Continued on page 4

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**You will be agreeably surprised at
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The ROOSEVELT

Bernam G. Hines, Manager

Madison Ave. and 45 St., NEW YORK

A UNITED HOTEL

F. O. B.

STANDARDS work both ways, or at least they should. Buyers insist that goods be manufactured according to definite specifications. Once delivery has been accepted, the new owner may handle them however he sees fit. But sellers have a right to expect that the quality and merit of their product shall be judged according to equally definite standards of use. From both the buyer's and seller's viewpoint, specifications carry little weight unless they provide for the manner of testing and unless they consider the intended application of the material.

★ ★

You can always learn something from a good executive. For example, there's the administration-minded P. A. who doesn't send out any more "Rush" orders; instead, he sends them to his vendors labelled "Must".

★ ★

Curious Cuthbert is all for social security, but wonders whether the Washington definition of *security* is any closer to the dictionary meaning of the word than the Wall Street version was in 1929, or whether it merely means that the government shall secure all the income.

★ ★

HAROLD A. FREY, Professor of Marketing at the University of Toledo, tested 1284 men and women as to their gullibility in reading the local merchants' daily newspaper ads, and rated the "fall guys" according to their percentage of error in believing everything they read. Brain trusters appear to have the edge on practical business folks. Professors and teachers erred only 19% while executives slipped to the tune of 19.9%. Lady teachers at 18.2% clearly outranked the business women at 20.5%. Salesmen made the best record — 17.5%. The inference (ours, not Prof. Frey's) is that they are actually handling and selling the stuff. We regret that no classification is reported for purchasing agents. It would provide an interesting side light on their professional astuteness and traditional hard-boiled skepticism. We have a hunch that they would prove to be average human beings with reasonably normal reactions.

The **EXECUTIVE PURCHASER**

*The National Publication Devoted to Purchasing as
an Executive Function in Corporation Management*

Member, Controlled Circulation Audit



CONTENTS FOR AUGUST 1935

F. O. B.	2	The News Reel	20
New Contract Clauses	7	Screen Test	
Catalogs—Filing and Finding Them... 8		Co-ordinated Transportation	
Overcoming Vibration Troubles with Proper Lock-Nuts	9	Fractional Currency	
FRANCIS A. WESTBROOK		Relief from Relief	
Buying on a Rising Market	11	Profit and Loss	
W. R. CORTRIGHT		Revision of Standards	
A Complex Storage Problem	13	Coal Marketing	
J. V. CONWAY		Business Book of the Month	22
Stop-Look-Listen!	14	“The New Deal and Foreign Trade”	
KARL F. WESTERMANN		Trade Literature	26
The Market Place	15	“Quotation Marks”	28
		New Products and Ideas	30
		Index to Advertisers	36

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The Executive **PURCHASER**

Vol. III

August, 1935

No. 8

NEW CONTRACT CLAUSES

THE processing tax muddle is now reflected in revisions of contract phraseology as buyers properly seek to protect themselves against making a payment that may be adjudged to represent an unconstitutional increment to the price, whereas many mills now suing for a return of tax payments under the Massachusetts decision take the stand that the buyers to whom these taxes were passed along have no legal claim on the funds without a definite agreement to that effect.

Much legal talent has been enlisted on both sides of the argument, and while there is yet no unanimity of opinion or practice covering the point, it behooves every buyer, and every seller who values the good will of his customers, to see that such an understanding exists.

In the early days of AAA, sellers added the clause: "Prices on undelivered portions of this contract are subject to increase or decrease due to governmental action under the Agricultural Adjustment Act."

To which the prudent buyer reciprocated by stating: "The price paid includes the processing tax."

But when the question of possible recovery of payments came up to complicate the situation, new clauses were devised. One purchase order proposed: "In order to facilitate our recovery of the Federal processing taxes in the event the same shall be terminated or declared unconstitutional, it is further understood that you will furnish us affidavit at the time of shipment of merchandise that the processing tax has been paid with respect to the merchandise involved, and that in event no such affidavit is furnished to us, we, at our option, may deduct from your invoices covering the merchandise involved the amount of the processing tax based upon Federal Government conversion factors in effect at the time of shipment."

Another clause read: "You agree that should the Federal processing tax be terminated at a time when you have on your books orders of ours still uninvoiced, you will bill subsequent deliveries to us at prices reduced in conformity with the Government conversion factor pertaining to the merchandise involved and you will also agree that if upon termination of the tax we find ourselves in possession of goods manufactured by your mill on which we are unable to obtain rebate from the Government solely because your mills have not paid the tax pertaining to the cotton in these goods, you will make to us such adjustments as are represented by the saving thus effected by your mills in conformity with the Government conversion factor."

Such conditions seem repugnant to the sellers, one of whom advances the following possible solution. He proposes to quote two sets of prices to all buyers — one consisting of prevailing quotations, and one representing this price plus the tax. The buyer may elect to pay the lower price by renouncing all claims to any rebate. Should he insist on a refund of processing tax money, he would pay the higher price and be entitled to the difference in the event the tax is declared unconstitutional. If its constitutionality is upheld, neither buyer would receive any rebate.

The proponent of this plan recognizes that the only acceptable price of the two is the lower one, and buyers will scrutinize that price with unusual care. The alternative is to be offered if buyers make an issue of the tax with the expectation that most buyers would avail themselves of the lower level and put themselves in the position of having closed the contract so far as the tax is concerned, without hope of further redress.

The important thing is to have some definite and equitable agreement on this issue incorporated as a part of the transaction.

CATALOGS—

FILING AND FINDING THEM

A simple system of keeping and indexing catalog material for immediate reference in the purchasing department

IT is more than a decade since the National Standard Catalog Size* was promulgated, dignified by the endorsement of the Division of Simplified Practice, U. S. Department of Commerce, the National Association of Purchasing Agents, Southern Supply & Machinery Dealers Association, National Association of Brass Manufacturers, American Institute of Architects, American Society of Mechanical Engineers, United Typothetae, National Retail Hardware Association, The Automotive Equipment Association, The Automotive Jobbers Association, and National Paper Trade Association.

If that size, or any other reasonable standard, had ever won any substantial degree of acceptance, we might today find orderly purchasing files with a library of uniform catalogs ranged neatly, row upon row, like so many volumes of a Five Foot Shelf, each standing in its appointed place ready for instant reference. A little card file would take care of cross-indexing them by product and producer and indicate which ones the Superintendent had carried off into the shop and forgotten to return.

But unfortunately, this is one standardization project that never "took." Catalog designers are con-

genital rugged individualists. One buyer of our acquaintance took the trouble to measure and analyze the last 100 specimens of catalog material that came to his desk. The smallest was 3x5, the largest 9x12, and practically every conceivable intermediate dimension was represented. Slightly less than one in six conformed to the "National Standard." Some were permanently bound, some loose-leaf, some saddle stitched, several used the new spiral wire binding, some were single sheets of letter size, some intricately die-cut folders, some were in the form of conventional vertical file folders with a projecting tab to indicate the company or product, one was a clever adaptation of the "pop-up" illustrations recently popularized in juvenile fiction.

They had individuality—no doubt of that. But that very individuality presents a problem of filing that many a run-of-mine purchasing agent solves by simply piling them in an unkempt, dust-catching pile at the back of his work table or on the filing cabinet, which defies the regulatory efforts of the most complete and well-intentioned card index and is a mournful commentary on the fact that after all—or first of all—the principle function of a catalog is as a reference work.

The buyer referred to, however, has developed a system which has

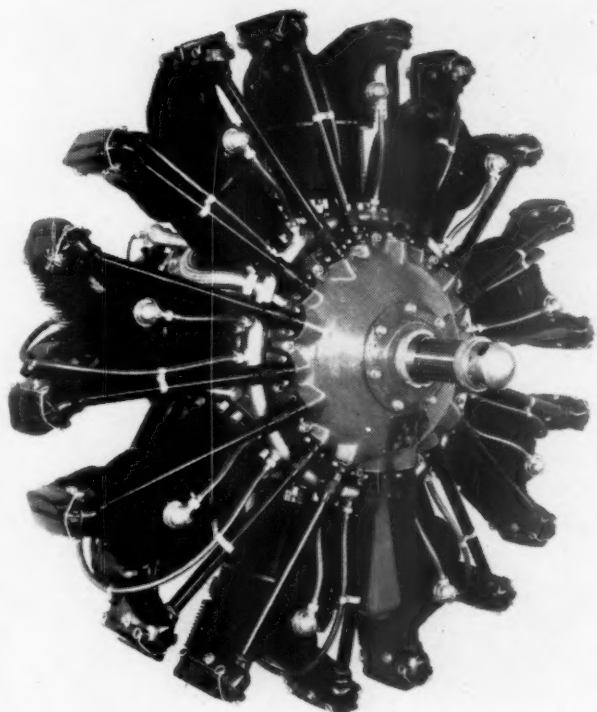
many points to commend it for more general use. His combination catalog file and index, which is a fairly complete directory of sources of supply in its field, is housed in a four-drawer vertical filing cabinet of standard correspondence size. The most closely subdivided alphabetical series of commercial guide cards is supplemented by a further subdivision of individual folders under each letter-group as circumstances and material require. The folders are of the expansion pocket type to take care of the miscellaneous variety of sheets, folders and booklets filed.

Catalogs which, by virtue of their bulk or binding, can be neatly kept in a sectional bookcase, are so placed, without numbering or special identification except to the extent that each one is assigned to a particular shelf or section. The matter of location is thus relatively simple as the number of books in each section is limited and no practical need for a more rigid system has been experienced. To insure replacement in the proper section, a rubber stamp is used on the inside front cover of each catalog and the shelf number entered in ink.

All other material goes directly into the file, and here again there is no attempt to maintain punctilious order within each filing subdivision. If the bulk of material in any folder makes it unwieldy or hard to locate, the situation is met by using additional file folders and a finer subdivision of the index. Many of the items of particular interest or importance have a sepa-

Continued on page 26

*National Standard Catalog Size: 7 $\frac{3}{4}$ x 10 $\frac{5}{8}$ inches, or half size 5 $\frac{5}{16}$ x 7 $\frac{3}{4}$, saddle stitched, to open flat for filing purposes.



OVERCOMING VIBRATION TROUBLES

WITH PROPER LOCKNUTS

FRANCIS A. WESTBROOK

THE use of locknuts to keep bolted connections tight under vibration is an old story, but one which becomes more and more important as machinery is speeded up to meet the requirements of quantity production. It makes little difference how accurately and carefully equipment is designed and erected unless the assembly can be kept in place as originally set up. As bolts and nuts play a large part in such work, it is extremely necessary to provide means for overcoming the loosening effects of vibration. Lockwashers, castellated nuts and locknuts have been used with varying degrees of satisfaction but often leave

much to be desired. Necessity has been the mother of invention, however, and a number of unique devices have been developed that not only hold nuts tight in spite of the most severe vibration, but are fast to apply and on certain classes of assembly provide a large saving in time and cost of materials.

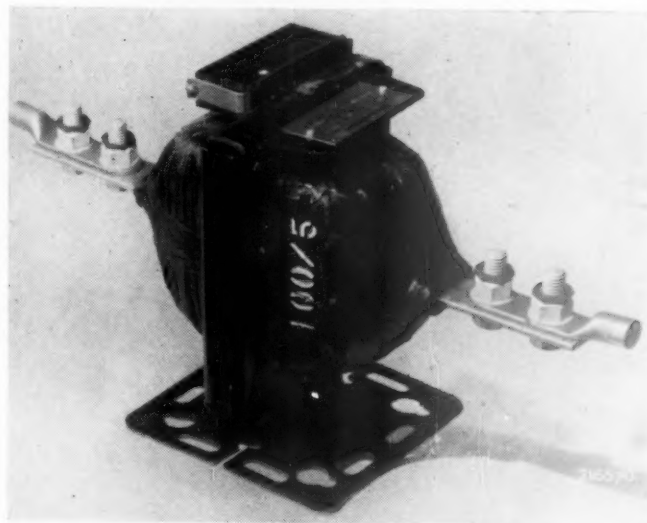
Among these devices is a single thread locknut made of spring steel. It fits standard threads and can be used on bolts of any material. The working part of the nut is made in the form of a cone with the top cut off. The inner and top edge of this truncated cone is formed into a spiral



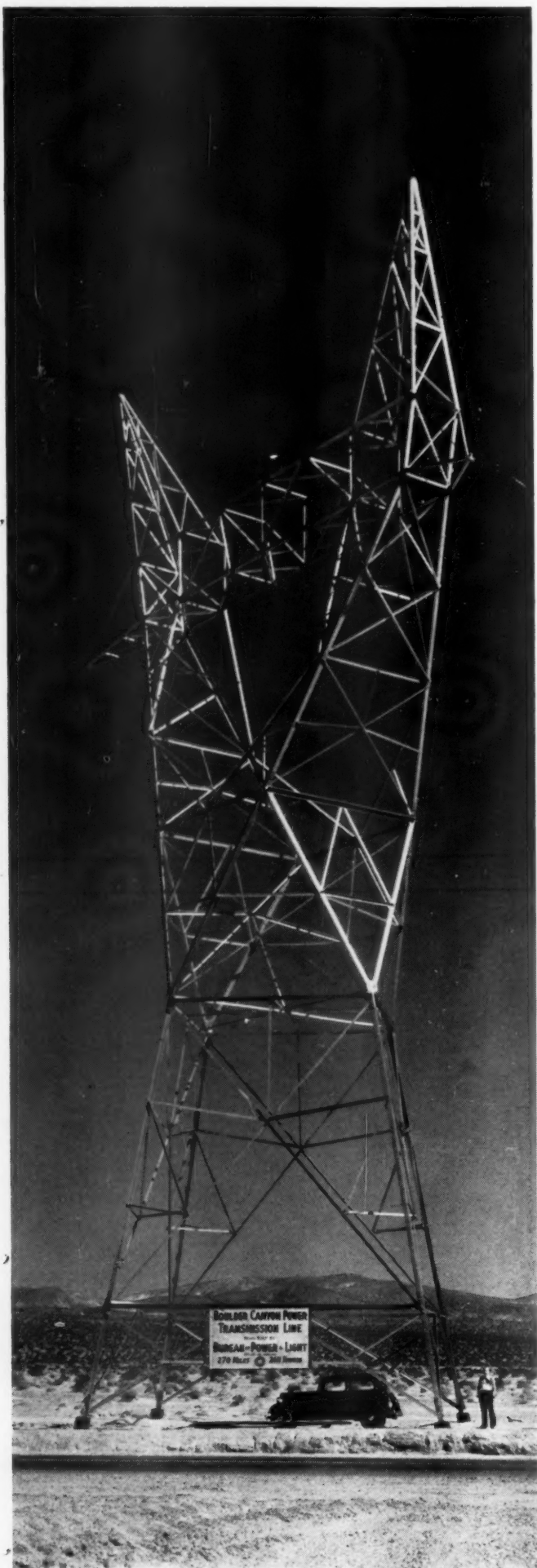
having the true pitch of the bolt thread, so that it

will screw onto a bolt easily like a regular nut. Sides are turned up from the base of this cone to form a hexagon nut which can be tightened with any standard wrench.

When the locknut is tightened, the base of the cone presses against the nut to be locked in place. This pressure makes the spring steel cone flatten slightly and close in, gripping the bolt thread tight. This powerful resilient grip wedged in the root of the bolt thread makes it impossible for this locknut to work loose under vibration. Consequently the regular load carrying nut under it cannot work off or loosen in the slightest degree.



Permanently tight electrical connections are essential when motors are mounted on vibrating machinery



This locknut, with a slight change in design, can be used alone in place of a regular nut and lockwasher, for light assembly work. When used in this manner, it is a self-locking nut.

The practical application and advantages of this type of locknut can best be illustrated by citing a few specific instances where it has been used successfully in places where other nut locking devices have been tried and failed. It has been used on many types of machinery in place of castle nuts and cotter pins with marked economy because it is cheaper in the first place and faster to apply in the second. For instance, one of the largest manufacturers of portable compressors has eliminated all castle nuts from its equipment. It has saved the costly operation of drilling bolts for cotter pins and the assembly work has been speeded up. The reason for the latter is that this locknut may be quickly spun on to the bolt and requires only about a third of a turn with the wrench to lock it tight.

Portable air compressors are, of course, notably subject to vibration, and the same is true of many other types of machinery such as ore crushers and vibrating screens. It is thus interesting to note that leading manufacturers of both crushers and screens have standardized on this type of locknut.

There are many other kinds of equipment, not necessarily heavy, where it is necessary to guard against vibration. A good example of this is the auto heater where ordinary lockwashers are apt to be shaken loose by the vibration of the car. In such small sizes this spring steel locknut costs slightly more, but experience has shown that the extra expense involved is compensated by the improvement in quality and performance, a highly important consideration in such a competitive market.

Perhaps the most interesting, as well as illuminating illustration of the advantages of a locknut which really holds tight under the most severe conditions of vibration is with aircraft engines. Refinements in design, balance of parts and precision of workmanship have not eliminated vibration from these engines, and perhaps never will, on account of the high ratio of power output to allowable weight.

Years ago designers of aircraft engines used castellated nuts and wired them together with safety wire in groups of three, to prevent the studs from backing out and the nuts from working off. This was very expensive on account of the cost of drilling the holes for the safety wire in these hardened studs, and the slowness of assembly. Furthermore, very often the nut had to be backed off slightly so that the safety wire could be inserted, and then it was not as tight as it should be. The use of lockwashers would have

Continued on page 28

Utility companies are faced with the problem of vibration in central power plants, sub-stations and distribution

QUALITY IS THE FIRST CONSIDERATION WHEN BUYING ON A RISING MARKET

W. R. CORTRIGHT, Asst. P. A.

Los Angeles County

THE duties of institutional management cover the successful and economical operation of the institution as a whole, and its efficiency is measured in terms of cost per patient day, or similar terms. This patient care is the principal purpose of the institution, and the care and skill exercised in the supervision of each of the contributing activities and departments which make the institution will, when added together, indicate the degree of efficiency in management.

In this group of activities, procurement of supplies of the proper qualities and in the most economical quantities is one means toward the principal object. The cost of supplies will have an important bearing upon the ultimate patient cost per day, and the two conflicting tendencies of high quality and low price must be so balanced as to secure greatest utility.

SPECULATIVE DANGERS

A rising market, whether it be in foods, medicines, textiles or any important items, brings forth the unpleasant prospect of increased operating costs and may suggest a speculative policy as a means of avoiding the consequences. Such speculation is the legitimate field of brokers and merchandisers, not of hospital superintendents or institutional buyers. Speculative buying may be defined as buying on hopes, "hunches," fears, or any emotion as distinguished from established facts. An unsuccessful speculation will be productive of much criticism, while one which is successful will be accepted only as a matter of course. The risk is not necessary. The problem is to distinguish what course of action represents a good investment and does not go over the much debated line into speculation.

With the basic objects and duties in view, there is no justification or need for the management to speculate in the supply markets, and the desire to exercise good judgment and foresight in obtaining supplies at the most reasonable costs can find proper and successful expression by a more conservative course.

Fortunately, assistance on this question can be obtained by the establishment of a perpetual record of all supplies purchased. This record should show sources of supply, costs, dates, and can readily be expanded to show time required for deliveries, average

rates of consumption over given periods of time, and other points of particular interest. Such records increase in value with age, and make available those facts which are necessary to avoid blind speculation. Valuable information is furnished by the economic reports of Babson, Brookmire and others. Commodity reports by these agencies and as published in the newspapers and trade publications are another help. Thus properly prepared, the problem of procurement is well on the way toward solution.

In the maintenance of a necessary stock of supplies, the hand to mouth purchasing system is the path of least resistance, but leaves the buyer at the mercy of a fluctuating market and necessitates frequent re-ordering with consequent increased office costs. There are several means of keeping down costs in the face of a rising market, and these may be classified as precautionary purchases. The making of such purchases implies considerable volume, uniform use, and accurate and extensive records of past requirements and costs.

PRECAUTIONARY PURCHASES

The most simple precautionary measure is outright purchase at low prices of sufficient merchandise to meet requirements over the period of high prices. This method is limited by the perishability of the

THE recognition of efficient purchasing of supplies as a major responsibility of government in its stewardship of public funds, is indicated by the attention given to this subject at the seventh annual Institute of Government sponsored by the University of Southern California at University Park, Los Angeles, this year, and by the selection of a practical experienced purchasing man to deliver the leading address, here presented.

ONE of the ever-present dangers in a period of rising price levels is the tendency to substitute inferior materials to compensate for higher unit price. Maintenance of quality under these circumstances is a real problem, and one which is the direct concern of the buyer.

Mr. Cortright properly argues that adequate quality of the items purchased and delivered is still the essential objective, and the principles and methods he outlines are equally well adapted to industrial buying as to institutional management. Substitute for his "cost per patient day" standard of efficiency the yardstick of "cost per unit of product," and the article will fit the problem of any manufacturing plant.

product in question, by the storage space required, and the availability, in some cases, of funds which can be tied up for the purpose. Fresh eggs, at certain seasons, can be had at prices which are sure to increase gradually over a period of several weeks or months, yet the fact that fresh eggs are such for only a few hours after production makes them not susceptible to this plan. Cotton goods and many chemicals and drugs readily permit of long storage, and the question then becomes whether the saving effected by the precautionary purchase is sufficient to justify the use of the necessary space and the temporary investment. This method offers the objections of storage space required and heavy charges against current funds, and should be used only when protection can be obtained by no other means.

A purchase contract or agreement on which merchandise can be taken as needed offers much greater advantage to the buyer and has attractive features for the seller. Such agreements may be somewhat informal, as a letter written by one party giving all details and accepted by the other party by signature and statement of acceptance at the bottom of the letter, or may assume the dignity of a formal contract, although this formality is rarely necessary.

Among the advantages of this method may be mentioned:

1. It tends to lower prices by assuring one vendor of a known volume of business over the period of the agreement, and permits him to make firm arrangements with his sources of supply for the period. It also relieves him of sales expense during the period of the agreement.

2. Each agreement reduces management problems and expense by making one transaction cover the ground that would otherwise require several separate transactions.
3. It establishes a uniform price for the period of the agreement, enabling the dietitians or others responsible for costs of institutional operations to figure their costs over the period of the agreement with assurance that there will be no upward change.
4. It facilitates setting up of more extensive and definite specifications, justifying special expense on the part of the vendor to comply with these specifications, and simplifies the problem of the buyer in checking deliveries for compliance.

ESTABLISHING PRICE

Agreements should preferably be originated upon competitive bids as this method is usually productive of the best terms for the buyer. Circumstances permitting, however, there is no reason why agreements cannot be established on a single offer or a verbal offer, or any other basis which may be considered advantageous and fair. In all instances, however originated, agreements should be reduced to writing and should be signed by both parties as evidence of mutual understanding.

The agreement should be clear on the following points:

1. Specification for quality of merchandise expected.
2. Statement of quantity involved.
3. Period of time over which the agreement is effective.
4. Unit price, terms, delivery point, cash discounts, etc.
5. Provision for declining prices.
6. Status with regard to State, Federal, and other taxes which might apply.
7. Other stipulations as may be required by the nature of the transaction.

In making agreements of this character, it will be found that few are identical, as almost every transaction assumes its own individuality. The statement of quantity may be made in a definite figure or may merely call for "requirements." Specifications are subject to endless modifications, and while a definite period of time is usual, such as ninety days, six months, or a year, this point may be omitted altogether if the agreement is for a definite quantity to be taken as required. Prices will usually be stated in definite figures per unit, although with certain highly perishable commodities (butter, eggs, etc.), a differential under or over published market prices may prove more attractive.

Provision for protection against declining prices is a desirable one from the buyer's standpoint if there

Continued on page 27

A COMPLEX STORAGE PROBLEM

Providing Stores Facilities for 65,000 Different Items

J. V. CONWAY

Stores Layout Engineer

Lyon Metal Products, Inc., Aurora, Illinois

PICTURE sixty-five thousand different machine parts in varying quantities. Imagine the chaos, the loss of time and of dollars and cents in maintaining such a stock without an efficient stock-keeping system.

To appreciate the stores problem of plant executives of the American Machine and Foundry Company of Brooklyn, New York, let us briefly

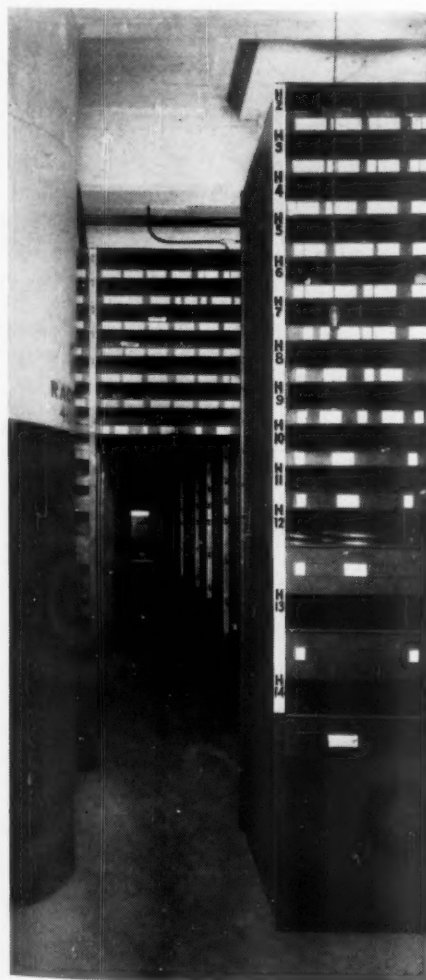


Figure 1



Figure 2

review the products which they manufacture.

This company is one of the country's largest in the designing and manufacturing of special machinery. In the experimental laboratories at Brooklyn the engineers of the American Machine & Foundry Company have developed marvelous automatic machines which have helped immeasurably in building large industries through the reduction of costs by automatic methods.

Among its many products are machines which automatically make cigars and cigarettes; machines for stripping, cutting, weighing and packing tobacco; machines that automatically form a foil and paper package, count a given number of

cigarettes, place them in and close the package with a revenue stamp; machines which automatically wrap bread, cake and cartons in wax transparent paper.

Through the contract division, orders are received for the construction of nearly any kind of machine, for the manufacture of machine parts either to customers' drawings, specifications or from designs developed in their own engineering department.

This brief description of the products of this company will indicate to experienced production, stores, and purchasing men, the complexity of the storage problems which have faced the executives of the American Machine & Foundry Company. Hardly any two ma-



Figure 3

chines turned out are exactly alike and yet a stock of parts for each type of machine must be kept in

the bins and on the shelves of the finished parts stores. More than sixty-five thousand different kinds

of parts are carried in stock in quantities which will insure proper service to customers with the minimum investment in finished parts stores.

How effectively the available storage space has been used is shown in Figure 1, looking down an aisle, with the shelving forming an overhead bridge and carried to the maximum height of ten feet. This picture shows the method of conspicuously marking bin locations by painting white the face of the uprights and indicating the bin locations with black symbols.

Another view of the finished parts stores is shown in Figure 2. These racks are 10 feet high and 24 inches deep. As shown in the illustration, ladder equipment is provided in each aisle, the ladder brackets being of a design to provide proper clearance.

These racks are equipped with universal backs, which extend from

Continued on page 28

STOP—LOOK—LISTEN!

KARL F. WESTERMANN, P. A.

Columbia Steel & Shafting Company

WE generally think of railroad crossings when we see the above words, but I wonder if they do not have an application for the purchasing executive.

Do these phrases have a familiar ring?

"We are not in the market."

"Our requirements are well taken care of."

"Haven't time to discuss our requirements now."

"We are satisfied with our regular source of supply."

These expressions are like bread and butter to a dinner table—we have them always with us. The salesman, however, may not accept them so casually. He makes many calls with the purpose of registering his story with the buyer, and after a while these phrases of negative response become monotonous.

What is the cause of these expressions? Perhaps the one who uses them may not have an open mind. The purchasing agent himself may not realize it, for this attitude creeps on one like the darkness of night. He looks but he sees not, he listens but hears not, and

as a result a visitor goes away dissatisfied. And meanwhile, the P. A. may have missed an opportunity of learning about some new product or some new development that would benefit his company.

This "Open Mind" that gives us such grave concern, what is it? If you "stop, look and listen" you have it. In the midst of the hustle and the bustle of our every day tasks we may grow a little lax now and then; but let us at least earn the reputation of having an open mind. You may have two salesmen selling the same type of goods call on you one after the other. Each one is entitled to a fair hearing no matter how it may bore you to listen. Make them feel your mind is never closed.

This can be done without making embarrassing promises. The open minded P. A. has a breadth of vision that is always instinctively looking, examining, investigating, testing, thinking. He must never be satisfied. The highest type of purchasing agent is a patient listener, makes careful analysis, has an unbiased opinion, and makes impartial decisions. Whatever he does is done, not because of personal feelings, friendships or reciprocal conditions, but with the thought that the best interest of his company is the determining factor and comes first.

THE MARKET PLACE

A summary of the month's developments in the essential phases of the basic commodity markets

SUPPLY

DEMAND

MARKET

COAL

CURRENT production rates of bituminous coal are the lowest of the century, with operations virtually suspended at some mines and on a two-day-a-week schedule at others. Less than half of the bituminous capacity operated in 1929 is now active. Nevertheless, production exceeds consumption, now at the lowest seasonal point, by approximately a million tons a week. Supplies in the hands of users, gradually accumulated through the period of strike threats, are very high. In view of these circumstances, the position of miners in new wage negotiations is exceptionally weak, and while no agreement had been reached by the August 1st deadline, the walk-out was again postponed until September.

Industrial consumption of hard and soft coal declined slightly in July after holding for some weeks at the rate of about 5 million tons, but recovered to 5.6 million tons in the latter half of the month. There is a tendency to maintain high inventories, with a consequent replacement trade in small but steady volume, particularly in high grade gas coals. Larger industrial consumption in August is anticipated. Domestic trade is stagnant.



Prices are nominally unchanged but are generally weak and are subject to negotiation on actual business. Advances scheduled for July were abandoned or disregarded, but the anthracite mine circular price advanced 25 cents on August 1st and retail quotations advanced 50 cents. There is still much uncertainty in respect to pending legislation. The effect of such bills would doubtless be to increase costs of operation and consequently of product. Sales taxes were increased in Illinois and imposed in New Jersey during the month.

COPPER

THE 30% limitation of copper production agreed upon in March by producers outside the United States was extended indefinitely at an international conference held in London last month and attended by American representatives together with those of Great Britain, Belgium and Rhodesia. The conservative element of the industry is apparently strongly in control, the program being to solidify the position of the industry rather than to exert undue pressure at this time.

July sales of more than 70,000 tons, the bulk of this moving in a concentrated buying wave about the middle of the month, featured the copper market. The greater part of this tonnage, which represents more than double the volume of the monthly "book" under code regulation, was for prompt delivery, with October the most distant position. Business in the latter half was routine but showed no signs of collapse as a result of earlier buying.

The domestic copper market held reasonably steady at 8 cents. One 5000 ton lot is reported to have brought only 7¾ cents, but this was clearly exceptional. European producers expressed disappointment that the increase in demand did not result in an advance, which might have precipitated a secondary wave of buying, but domestic producers are primarily interested in steadying the flow of business on a firm basis rather than risking a present flurry followed by sharp curtailment.

COTTON

THE crop made excellent progress during July and estimates of yield are being revised upwards. Spot supplies are relatively tight. The government pool held at mid-month about 650,000 bales of spot cotton and 900,000 bales of futures; on August 1st, this ratio was altered to about 500,000 bales of spot and 1,050,000 bales of futures. Stocks at mills amount to about 883,000 bales, principally held by the larger operators, and smaller mills are running on borrowed staple.



Demand is on a month to month basis, at approximately 1934 levels. Both sellers and buyers are unwilling to make commitments for the more distant positions until the governmental loan policy is definitely stated. Uncertainty regarding the validity of processing taxes is also a deterrent factor. Finished and fancy goods are moving in fair volume; gray goods only in small lots.

The market is in a trading position, and drifted lower throughout July with narrow fluctuations, both on raw cotton and standard constructions. Raw cotton registered a net loss of about fifteen points for the month.

SUPPLY

DEMAND

MARKET

IRON & STEEL

STEEL ingot production reached a 1935 low of 32.8% in the week of July 1st, but recovery from this point has been rapid, attaining a rate of better than 42% before the end of the month, with further expansion in prospect. Tin plate continues to be the most active branch of the industry, but steel bars, automotive sheets, castings, and warehouse sales all showed a buoyant tendency.

Demand has been marked by a healthy diversification. The automobile industry, though facing a seasonal recession, continues to lead in volume of purchases. Agricultural implements and galvanized roofing are active. Sales of machinery and hardware are at the highest level since 1931. And the miscellaneous group including manufacturers of steel barrels, furniture, refrigerators, ranges, and typewriters, are all steadily in the market.

Basic prices are firmly held, but large inquiries are said to command concessions on extras, quantity discounts and other special provisions, corresponding to pre-code practice. Pig iron prices reflect the same strong tendency, and a tentative advance of 50 cents per ton on fourth quarter business is being considered. Imported iron and steel has not made any great headway and has not weakened the market appreciably.

LUMBER

RESUMPTION of lumber operations in the Northwest just at the opening of the month of lowest seasonal demand, while Southern mills are geared up to take care of business deflected to this area during the strike, carries current production slightly above demand. In the closing weeks of July, operations were close to the high for the year, and 36% ahead of the corresponding period of 1934, but only 8% above shipments and 11% above new orders.



Orders are running 45% ahead of 1934, shipments about 55% ahead. There is some accumulation of unfilled orders placed during the strike period. A revival of residential construction noted during the second quarter and fairly well maintained, is particularly active in the Southern states.

Prices were steady in July and should be maintained with any reasonable balance between output and orders. Southern operators are reluctant to give up the additional business acquired during the Western strike, but are equally reluctant to hold it by price concessions.

NAVAL STORES

WAREHOUSE stocks of turpentine at Savannah and Jacksonville showed little net change during July; rosin stocks increased sharply. Offerings by factors were light and were absorbed in a quiet market.



Domestic trade continues on a hand to mouth basis, covering only immediate needs. Exports have been in better volume, chiefly going to the United Kingdom.

Turpentine prices went to a new low for the year at 45½ cents, carlots ex dock, during the first week of July, subsequently recovering to 47¾ cents. The entire naval stores market broke sharply on August 1st following the announcement that Commodity Credit Corporation loans on turpentine and rosin under the AAA were suspended.

PAPER

STOCKS of newsprint in the United States and Canada stand at about 75,000 tons, roughly one week's supply; production running slightly ahead of shipments. The general curtailment of activity in other grades is largely a seasonal development, except in the case of boxboard, which is lagging behind other branches of the industry.



Demand, seasonably off, compares favorably with 1934 in most grades and is considered satisfactory. Boxboard has been exceptionally dull, save for an increase in shoe carton requirements.

Prices are generally firm at prevailing low levels. Ground wood pulp is the weakest spot in the market, with considerable Canadian product available below the quoted prices, which are unchanged to date. Unbleached sulphite also shows some easiness.

SUPPLY

DEMAND

MARKET

PETROLEUM

CRUDE oil output continues to advance during July, particularly in Oklahoma and California fields. Daily average production was up to approximately 2,775,000 barrels, of which 2,710,000 barrels was run to stills. Daily allowable output in Texas was slashed about 80,000 barrels. Hot oil output in East Texas declined about 1,000 barrels, but is nevertheless running some 37,000 barrels daily. Refining operations advanced 2.2%, but stocks of motor fuels were materially reduced, resulting in a more favorable statistical position. Cargo offerings at Gulf ports were scarce.

Better weather conditions in the Middle West produced a welcome improvement in demand for gasoline, reflected in better jobbing volume and a generally satisfactory movement of petroleum products into consuming channels. Foreign demand is marking time.



The price structure, which had an undertone of weakness in view of heavy production, firmed under the development of better demand. Gasoline prices advanced in the eastern area and held steady in the West. The fuel oil market was subjected to a competitive price war in the struggle for summer business. Pennsylvania crude was weak, and a further cut of 10 cents a barrel on all grades except Corning was posted on July 16th, following a 15 cent reduction on June 26th.

RUBBER

CERTIFIED stocks of rubber in exchange licensed warehouses decreased about 150 tons in July to a total of 34,890 tons. Exports from producing countries have materially declined since May, the greatest factor being a reduction in native rubber output, owing to the expiration of coupon rights. Estate stocks are somewhat higher, dealers' stocks lower by a corresponding amount. Tire stocks are up, but the threat of suspension in this industry due to labor difficulties seems to be definitely over at least for the balance of 1935.

Domestic consumption of rubber for July is estimated at 32,000 tons, a decline of 4,600 tons from June, which was in turn substantially under May. Factory buying has been very limited, and import purchases are discouraged by the fact that New York prices are relatively lower than abroad.



Crude rubber prices sagged fractionally in July from 12½ to 11¾ cents, this softness being attributed to three factors: lack of effective demand; weakness in the guilder and doubt concerning the gold standard for Dutch currency; and the fear that a price above 12 cents will bring larger quantities of native rubber into production, automatically offsetting any advance.

TIN

TIN production for the year to date stands approximately 7% above the 1934 figure, which is less than the advance in consumption, and there is strong pressure here and abroad directed toward securing an increase in permissible export quotas at the August 9th meeting. The typical shortage of spot tin stocks resulting from the restriction plan was aggravated last month when 1200 tons of the New York "buffer stock" were shipped to London to relieve a similar shortage at that point. World visible stocks are at the lowest level since 1926.

Consumption continues at a high rate, some 15% above last year's figures, tin plate and automotive demand providing the chief outlets. Consumers' stocks have been severely depleted by the lack of available metal in spot markets.



Tin prices were erratic during July, fluctuating between 51.80 cents and 52.75 cents on actual sales and 54 cents asked at one time. The restricted export quotas are serving to hold prices up, but are so finely adjusted to demand as to make the market jumpy rather than stable. If quotas are advanced 10% as proposed, it is felt that there would be some decline in price but a much steadier and more satisfactory situation.

ZINC

PRODUCTION of zinc concentrates rose to 7600 tons per week in the closing week of July, or about 90% of production prior to the strike called on May 8th. Fifty plants out of fifty-four had reopened.

Demand was featured by one record breaking week (July 21-27) in which 18,193 tons were bought, the largest week's total in more than a decade and more than four times the current average. The rest of the month was routine.

Zinc prices, steady at 4.30 cents since May 24th, advanced to 4.40 on the strength of the buying wave. The bulk of the month's purchases, including 11,000 tons of the bumper week, were bought at the lower figure.

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at the MACHINE TOOL SHOW
CLEVELAND BOOTH A-205



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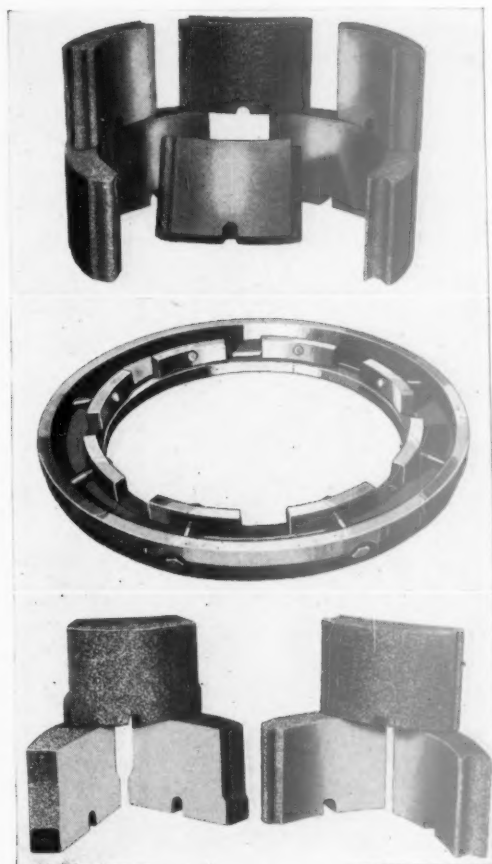
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Segmental Wheel and Chuck

IN this new STERLING chuck and segmental wheel we have combined the experience and knowledge gained in years of making chucks for STERLING segmental grinding wheels. The STERLING chuck has always been of light weight and easy on the bearings of your grinders and we now offer a chuck still lighter than our standard chuck and with several added features for efficiency and economy.

With the new chuck each segment is mounted separately, the grooved segment fitting itself into its proper position and with a twist of the socket wrench each segment is tightened and remains solid throughout its life. A full set of segments can be set up in but a few moments and is so simple a child can do it. After wearing down the segments they can be set out and still more life obtained leaving but a fraction of an inch to be discarded.

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THE NEWS

SCREEN TEST

HOLLYWOOD, CAL. — Fond ambition of every schoolgirl, realized by only a few, is a screen test at Hollywood, capital and metropolis of the mammoth motion picture industry (See Fig. 1). But a test of another sort has usurped the spotlight here, with the Wagner Labor Relations Act cast in the role of ingenue. Major studios have been informed by the Screen Writers' Guild, affiliate of the Authors' League and the A. F. of L., and claiming a majority of the writers in each studio as members, that this body is "the sole legal agency for collective bargaining for screen writers" under the Wagner law, and that the Motion Picture Academy with which producers have negotiated in the past is nothing more nor less than a company union. Tired business men who have been notably apathetic in regard to routine screen tests are sitting on the edge of their chairs awaiting the outcome of this development.

CO-ORDINATED TRANSPORTATION

BOSTON, MASS. — While scores of economists and transportation experts are puzzling over the problem of co-ordinating the competitive fields of rail and road transport, C. C. Nugent of Boston's General Transportation Company conceived the idea of co-ordinating them on a single chassis and witnessed a successful test run (See Fig. 2) of his new-type rolling stock in the delivery of a load of tires from the Akron plant of the B. F. Goodrich Company to their Cleveland warehouse, utilizing the B. & O. tracks and the public streets of both terminal cities. The road-rail truck travels on a set of standard gauge flanged railway wheels, plus special truck tires mounted on the outer side of each wheel. Driven on the rails at any crossing, the tires are deflated permitting the truck to settle down with its steel wheels on the tracks. The front wheels are then locked, relieving the driver of the necessity for steering. When it is desired to leave the tracks again, the tires are inflated from the engine, using the air system used for brake operation, the flanged wheels clear the rails, and the truck proceeds to its destination via the highway.

FRACTIONAL CURRENCY

PHILADELPHIA, PA. — The U. S. Mint, which has for these many years considered one cent the indivisible minimum of national currency, may shortly be obliged to revise its opinion. Numismatic enthusi-

asts, disheartened at the Treasury's determination to stop minting special commemorative half-dollars, were cheered by the announcement of Secretary Henry Morgenthau (See Fig. 3) that he will seek authorization from Congress to issue a series of half-cent and one-mill coins, to be used primarily in connection with the payment of retail sales taxes. Less enthusiastic are thrifty consumers who have become accustomed to save a penny at Woolworth's by splitting a twenty-cent purchase into four separate five-cent transactions.

RELIEF FROM RELIEF

PIERRE, SO. DAKOTA — State Relief Administrator M. A. Kennedy received an unusual petition last month when a delegation of wheat farmers asked not for funds but for a suspension of the dole as a means of inducing relief beneficiaries to accept jobs in the harvest fields (See Fig. 4) where a bountiful crop was beginning to rot for want of harvest hands. 25,000 sturdy citizens frankly preferred the relief roll to productive toil, and the stage was apparently set for a repetition of the situation in New Jersey, where the berry crop recently perished, under exactly parallel conditions. Into an earnest huddle went Administrator Kennedy, Governor Tom Berry, and Social Service Director Philip L. Ketchum, and when they emerged on July 22nd it was to announce the summary closing of all relief offices in the State, to be reopened only after the harvest is completed.

PROFIT AND LOSS

WASHINGTON, D. C. — Following by only a few weeks the official revelation that the Post Office business is a highly profitable undertaking, comes the annual report of the Reconstruction Finance Corporation, principal governmental lending agency, for the fiscal year 1934-1935, showing an operating profit of \$41,288,582, or better than 8 per cent on its capital stock. These earnings, it is pointed out in Chairman Jesse H. Jones' optimistic report, will probably be sufficient to offset all losses from bad loans.

REVISION OF STANDARDS

WASHINGTON, D. C. — By authority of the Cotton Standards Act and by international agreement between the U. S. Department of Agriculture and the nine principal cotton associations of Europe, the official standards for grading cotton can be changed only after mutual consideration and a minimum pe-

REEL

riod of a year must elapse between the announcement of a new standard and its effective date. For some time it has been noted that the present grading system has been outdated because of improvements in crop color and a scarcity of some listed grades so acute that it is difficult to obtain enough samples to make up the official standard boxes. In an effort to make the grading more representative and usable, the Bureau of Agricultural Economics now proposes a realignment with thirty-two standard grades instead of thirty-seven, dropping "blue stained" and "strict good middling yellow tinged," combining several of the "yellow stained" group, and adding a classification for "strict good ordinary extra white" and "good ordinary extra white." The standard boxes will show only thirteen of the grades — eight of white and five of yellow — reducing the cost of a complete set of standard grade boxes from \$125 to \$65, and greatly facilitating their use. The proposed new sets are now being prepared for display at Washington and have been submitted to representatives of the industry in Britain, France, Germany, Italy, Spain, Holland and Belgium. Open hearings will be provided for producers, co-operatives, spinners, and merchants, and a final decision will be reached at the Interational Cotton Standards Conference, scheduled for March, 1936.

COAL MARKETING

BIRMINGHAM, ALA. — The distribution of bituminous coal through a central sales agency serving a number of producing organizations, as exemplified by the famous Appalachian Coals which occupied the attention of the Federal Trade Commission and the Courts a few years ago, finds a new exemplar in Alabama Coals, Inc., duly organized and incorporated last month, and representing twenty-two operating companies producing some 81 per cent of the State's commercial tonnage output, with the remaining companies expected to fall in line shortly. New only in the formal plan of organization and operating method, the group has been united for some months in opposition to the Guffey-Snyder Coal Bill as detrimental to the local interests of Alabama, due to special competitive conditions existing between the State's industry and its out-of-State markets. Another note of familiarity appears in the roll of officers. President Herbert S. Salmon formerly served as governmental appointee on the now defunct code authority for the industry, and Secretary N. E. Cross was employed in a similar capacity with the code organization.

Photos by Acme, Universal, Ewing Galloway



Fig. 1



Fig. 2



Fig. 3



Fig. 4

BUSINESS BOOK OF THE MONTH

THE NEW DEAL AND FOREIGN TRADE. By Alonzo E. Taylor, Director of the Food Research Institute, Leland Stanford University, California. Published by The Macmillan Company, New York. 301 pages. Price \$3.00.

The solution of the foreign trade problem depends on expert sales management rather than fierce competition for greater volume

SEVERAL diverse bureaus and departments of government have a direct part in national foreign trade policies. Tariff schedules are a responsibility of the President and the Congress. Treaties are negotiated by the Department of State. Broad policy outlines are necessarily determined by the Secretaries of Commerce and Agriculture.

Circumstances — particularly the change in our status from a net-debtor country to a net-creditor country, exclusive of war debts, and the New Deal objective of readjusting farm income and agricultural values upward in relation to industrial income and values — have combined to place the chief responsibility, at least for the time being, upon the Secretary of Agriculture. He is the one whose plan, within the limits set by economic conditions here and abroad, monetary exchange, the conflicting national ambitions of prospective foreign customers, and the conflicting interests and ideas of his colleagues at home, must devise and carry out a workable sales program for the profitable export of five hundred million dollars' worth of farm products annually. Even in a local sense, expert farming has traditionally been offset by inexpert farm merchandising; that is even more true when projected upon a national and international scale. It is not an easy assignment.

Mr. Secretary Wallace, who is entrusted with this gigantic task

of sales management, brings to the problem a unique heritage and equipment, which may or may not prove to be ideally adapted to the job in hand. He is the third Henry Wallace to devote his life and talents to the improvement of farm conditions in the corn belt. For more than half a century, *Wallace's Farmer* has been an outstanding, vigorous and influential agricultural journal. Henry C. Wallace, the Secretary's father, held the portfolio of Agriculture in President Harding's cabinet. The present Secretary is close to the soil. He is recognized as an authority on corn, and his book on *Agricultural Prices*, published fifteen years ago, is still regarded as a classic economic study. He is not so well acquainted with conditions and attitudes abroad, however, showing well defined tendencies to judge and evaluate foreign conditions from the American viewpoint with a resultant distortion or at least the lack of a common ground of understanding. Temperamentally, and by his training as an editor, he is a good deal of an idealist, and his plans are marked by oversimplification in a problem which is not only highly complicated in the first instance but is in a state of constant change.

TRADE BALANCE

The reversal of our position from debtor to creditor nation, brought about by commercial investments abroad of more than seventeen bil-

lion dollars of American capital, involves a similar reversal in respect to balance of trade. Heretofore we have logically planned and worked to secure an export market actively in excess of our imports, a relationship which stimulates industrial and manufacturing activity and is traditionally regarded as a "favorable" state of balance. But since the war, with the new condition of investment just mentioned, it becomes necessary for us to adjust our ideas to the plain fact that if these foreign investments are to maintain their business integrity and meet the charges of interest and return on the investment, our trade balance must be reversed. Coincident with the additional half-billion export of farm products, we are to accept an additional billion dollar's worth of imports, presumably mostly manufactures, in order to pay for the farm products and also to cover the service charges on American loans and investments.

This puts the agricultural relief squarely up to industry. And it is not merely a matter of natural reluctance on the part of manufacturers to give up a part of their foreign market as well as meeting greater competition from foreign goods in the domestic field, but a vital question of what to do with the capacity developed to take care of world requirements during the long period of our net-debtor status and especially during the years of peak demand when war throttled the productive activity of European manufacturers. From the industrialists' point of view, it is a relatively simple matter to take acreage out of production as com-

pared with carrying the heavy tangible burden of excess plant and equipment. The term "unfavorable" trade balance is technically incorrect, and we prefer Mr. Taylor's phraseology of "active" or "passive," but it is readily understandable when one considers the effect on domestic industry. Consequently our sales manager has a double task in selling his merchandise abroad and selling the basic idea at home, and as our manufacturers clamor for increased protection from foreign competitors so that they may accept the added burdens and costs imposed by the general social security program, the second part of this task has been very delicately soft-pedalled. Tariff reductions, the obvious answer, would be unpopular, discriminatory, and involve a long drawn out legislative session.

PRICE AND VOLUME

Another phase of the problem is concerned with prices. A fundamental part of the agricultural plan is to secure a better return to the farmer for the products of the soil, and old H.C.L. bears witness to the success of this endeavor. But is it consistent with an attempt to widen the market? Your commercial sales manager would feel very much aggrieved if management directed him to up his price schedule and at the same time boosted his sales quota, yet that is exactly the situation which faces Mr. Wallace today. Meat prices are up, but in Brooklyn and Detroit and many other centers the housewives have expressed themselves in no uncertain terms to the effect that as prices advance consumption will decline, which is practical economics. Similarly the price of cotton has been pegged above the normal market, but our export trade in this basic crop has fallen off by more than 40%, and some of it may never be regained. By reduced acreage and curtailment of livestock, and by government subsidy, it is true that the unit price has advanced, and that the agriculturalist receives the same or perhaps a

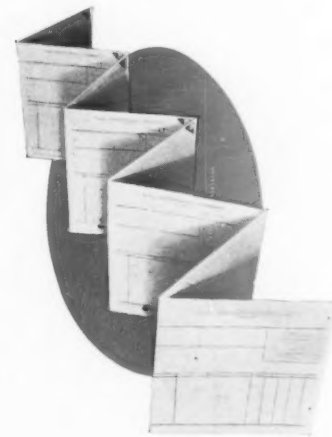


● You are going somewhere — necessarily. And, just as certainly, the efficiency with which your office departments function will have much to do with the course and destination of your business.

Here is a comforting thought. No matter how external conditions may vary — competition, markets, politics, other factors—you can always chart your own internal operations. *They are entirely under your control.*

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analyzed it sharply and thoroughly? It is an important subject, holding major possibilities for profit or loss. A Bonnar - Vawter representative may help you turn it handsomely to account.



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Representatives in other principal cities

greater net income for his lesser production. But is this an adequate answer? Soberly, in the preface to his volume, Mr. Taylor states:

"The total volume of production is more important than the volume or proportion passing to export. Material civilization depends on continuing development of the arts of production, continuing enlargement in the outturn of production, and continuing expansion of the radius and extent of consumption. The stream of goods must lengthen, widen, and deepen. The improvements in production and the elevation of the standard of living do not occur simultaneously in all countries nor to the same extent, even from the uneven base lines. But with full allowance for all irregularity and lag, progress in material civilization depends on expansion of production. We think too much of prices, too little of volume of goods. Services of course are forms of goods."

AGRICULTURE AND INDUSTRY

Our sales manager is further faced with the difficulty of balancing two sets of factors that are basically divergent in many particulars—the agricultural and the manufacturing processes. Farm products are typically produced first and sold afterwards, while exactly the reverse is true in well ordered industry. Crops and livestock are seasonal; once set in motion the cycle must be carried to completion before any return is realized, and abandonment at any stage involves complete sacrifice and loss; whereas, within limits, the manufacturing process can be expanded or contracted, even interrupted and resumed, as circumstances may dictate. Crops are renewable; while exports of manufactures involve the relinquishment of irreplaceable resources. Agriculture is subject to many unpredictable influences—drought and flood, insect infestation, vintage years both in respect to quality and quantity—while industrial production is ever approaching more

closely the status of an exact science. Can the same rules be applied to both, or can there even be a common denominator? Yet these are the two fields which are to be brought into adjustment in revising our trade balance.

These are only a few of the high spots. Add the concentration of our creditor position in the highly developed European countries; the common aim of self-contained nationalism; the divergence in natural resources, climatic conditions, and colonial development; the growth of marginal or "exotic" industries which we resent in our foreign competitors but jealously protect at home; the monetary fluctuations sanctioned by governments as an offensive and defensive trade weapon, tending to offset the effect of the most carefully laid plans. Mr. Taylor does not minimize the task and all the difficulties which lie in the way.

TRADE TREATIES

And now for the mechanism by which it is proposed to meet the situation. Of all the planks in the agricultural program, we are for the moment, as industrialists and commercial operators, primarily concerned with the plans for foreign trade, which contemplate the formulation of a series of reciprocal or bilateral trade treaties, organizing and channelizing our direct trade relations with individual countries. If the complexities and difficulties of our present situation have been occasioned by the interplay of many diverse interests and circumstances, what could be simpler than to resolve them into their component parts and settle each one as a separate problem on its own merits?

Is this a new idea? It requires only the most elementary familiarity with the history of trade to recognize that this is merely a reversion to the forms of direct trade which prevailed before the complexities of modern world organization and interdependence introduced the necessity of central clearing of accounts as compared with

direct clearing of balances. It is, to borrow a phrase, a reversion to the "horse and buggy days" of commerce or mercantilism that prevailed for centuries before the industrial revolution.

"It is fitting to know, not imagine, what is new and what is old," says Mr. Taylor. "The officials in government all over the world to whom are entrusted the devising of trade restrictions were apparently drawn from the ranks of archaeologists. All the recent obstructions to trade are relics of medieval regulations, used over and over again before the Middle Ages and even before the Christian Era. They are not the products of new human ingenuity, any more than any other form of modern devilment."

But the important thing is not the mere question of age, but the fact that these devices proved unequal to cope with the situations imposed by new conditions. We could not if we would, re-create the Golden Age by re-imposing the outward laws and regulations of a former time, nor could we with any success prove that any given era or set of conditions would qualify as "golden" in terms of modern thought and living standards. The important problem is to adapt our plan to the conditions of today.

COMPLEX MACHINERY

Is it a simple plan? Superficially, perhaps, until we explore its implications. It involves first of all binding treaty agreements between this country and thirty-six major foreign countries. Up to June 1st, five such reciprocal agreements had been signed (but not ratified) with Cuba, Haiti, Brazil, Belgium and Sweden, powers which represent certainly not the most complex problems of mutual adjustment and statesmanlike negotiation. But even if we concede that the other thirty agreements can be consummated before these first ones are outdated by the flux of changing conditions, we must realize that in order to be truly effective, they must be backed up with similar agreements be-

tween each pair of contracting countries, each agreement taking into account the resources, products and requirements of each party; their relative position as debtor or creditor nation, a factor which is not only subject to constant change but is actually indeterminable in some instances; the existing rates of exchange; etc. Surely this begins to look like the formula of a card-index academician rather than a serious program of one versed in the practical arts of diplomacy. The plan depends on completeness for its success. Is a partial solution, along these lines, particularly significant or hopeful? One can understand the apparent reluctance of the State Department to prosecute the matter with vigor and enthusiasm.

GOOD FAITH

But again, the mere matter of simplicity is not the issue. The really important question is, "Will it work?" and here we are confronted with the sad history of international agreements down through the ages—the basis of compromise, internal and external; the breaches in their observance; the brief span of their effective life. It is not a confession of cynicism to regard them as ephemeral documents, shrewd bargains dictated by necessity or expedience, and binding only so long as some stronger necessity or expedience does not dictate another course. This is all too apparent to any one who will read his history; all too vivid to those of us old enough to recall the events immediately preceding and immediately following the World War; all too clearly exemplified in the current tangle over territorial rights in Africa.

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Mr. Taylor's critique is an answer to the published statements and the official program of an officer who holds much of our commercial destiny in his hands. It should be read in the light of Mr. Wallace's own books: *America Must Choose* and *New Frontiers*, which are copiously quoted in the present work. The subject matter is so vital as to command the interest and attention of every business man, both as to the objective and the route. As to the objective they are in reasonable accord, though Mr. Wallace is apparently the more hopeful of arriving. As to the route, they differ widely, and Mr. Wallace is in the position of guide. But perhaps some nasty pitfalls may be avoided by listening to outside counsel.

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—Irene du Pont

E. I. du Pont de Nemours & Co.

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FINDING AND FILING CATALOGS

Continued from page 8

rate file pocket assigned to them in the index.

That arrangement is alphabetical by products, using the principal noun designation as a guide. This plan was adopted primarily because it was the system already used in the purchase record and stores ledger of the company. Furthermore it corresponds to the arrangement in standard reference works such as Thomas' Register, McRae's Blue Book, and Brady's Handbook of Materials, and for these reasons was considered more practicable for constant reference than the decimal system of classification used in the Directory of Commodity Specifications and other governmental publications.

A loose sheet carried in the front of each file pocket, which can be readily taken out and inserted in a typewriter for additions and corrections, carries a complete list, by companies and trade names, of all sheets, folders, and pamphlets in that pocket, as well as those volumes on the shelves with a proper index to shelf number. In the numerous cases where a catalog covers several different but related items such as bolts, nuts and screws, only one catalog is filed, but the company name is listed under each heading with an appropriate reference just as if the catalog were on a shelf instead of in another folder. Originally an effort was made to carry duplicates under the various headings, but the present plan has been found just as efficient and keeps down the bulk of the file. If any material is borrowed from the file by another department, a card is clipped to the index sheet with the proper notation until it is returned. When booklets are in constant demand in the plant or other executive office, an attempt is made to secure duplicates in order that the file may be complete at all times.

A second loose sheet in each file pocket, typed on buff colored bond instead of white, carries an alphabetical list of all companies whose literature is on file, with the reference as to the shelf or pocket where this material is to be found. This plan is considered preferable to a separate card index for the reason that it keeps the whole process of reference in a single file.

This, in essence, is the entire system. It is simple, neat, compact, flexible, co-ordinated with other records, and it works. If the information is on hand, it can be located quickly, and can be properly replaced without red tape or delay. Once established, the plan requires a minimum of clerical attention to keep it up to date.

★ ★ ★

TRADE LITERATURE

"Facts about Welded Piping," a new 24-page illustrated booklet issued by the Air Reduction Sales Company, 60 East 42nd Street, New York City, graphically illustrates the advantages and economies of welded piping installations in connection with steel, galvanized, brass and copper pipe, showing actual photographs of typical layouts and more complicated special jobs in power plants, institutions and general commercial buildings.

★ ★ ★

Catalog 435 of the Bradley Wash-fountain Company, Milwaukee, shows modern washroom equipment for manufacturing plants and institutions, designed on the group idea for economy in space, time, installation and maintenance cost, and water consumption.

★ ★ ★

The booklet, "Modern Box Design," presents a series of strikingly attractive and effective examples of shipping containers that identify and promote the sale of the products they carry. The products selected are well diversified, and the design in each case is developed to stress the individuality of the particular product and to coordinate with the trade name and retail package characteristics, and to appeal to the specific market. The booklet is issued by the Hinde & Dauch Paper Co., Sandusky, Ohio.

★ ★ ★

The Autopoint Company, Chicago, presents a booklet describing 37 tested sales plans culled from the experience of more

than 4,000 leading American business firms. "Share-the-cost advertising," "Inactive account reviver," "Getting inside the door," "Prospect locator," "Product in miniature," "New item in the line"—these are a few of the headings indicating the scope of the material.

★ ★ ★

The Metal & Thermit Corporation, 120 Broadway, New York City, has issued Pamphlet 186, an attractively illustrated 16 page booklet on the theme of welding as a maintenance tool. Among the repairs shown by actual photographs are cable drive shaft, hydraulic press cylinder, gear teeth, rolls and housings, rails, and marine castings.

★ ★ ★

The "Blue Book of Packaging," an eight-page booklet issued by the Gerrard Company, 2915 West 47th St., Chicago, shows five models of wire-tying machines, ranging from 3 to 25 pounds, with typical applications for each: parcel post and express packages, corrugated and fibre containers, light box shooks, dimension stock, printed matter, wooden boxes and crates, skids, bales and export shipments.

★ ★ ★

The Eclipse Counterbore Company, Detroit, has issued a new loose-leaf catalog listing and picturing a comprehensive line of radial and pin drive tools, cutters, holders, cemented carbide tools and special production tool-ups. The catalog, which is readily kept up to the minute by virtue of the loose-leaf plan, is conveniently indexed for quick reference.

★ ★ ★

The New York Belting & Packing Company, Passaic, N. J., announces a new 96 page catalog of hose, belting, packing, and miscellaneous mechanical rubber products. Practical examples of use and application are illustrated by clear diagrams, and tables of belt speeds, steam pressures and temperatures, carrying capacities and dimensions are included.

★ ★ ★

The Lignum-Vitae Woodturning Company, Jersey City, N. J., has issued a folder illustrating a wide variety of hardwood mallets and mauls for industrial use, providing weight without bulkiness or risk of sparking.

★ ★ ★

A handbook listing more than 19,000 shapes, sizes, specifications, and tool-sets of assembly parts for mechanical products is offered by the Wrought Washer Manufacturing Company, Milwaukee, Wis.

BUYING ON A RISING MARKET

Continued from page 12

is any possibility of decline during the period of the agreement, provided the vendor is willing to accept such provision, which is very frequently the case. Even though declines are not in prospect, the presence of this clause will often prove a substantial advantage to the buyer due to unpredictable occurrences.

This price decline clause may take the following form:

"Should the posted market price of the commodity covered by this agreement at any time during the period of this agreement decline below that stated above, it is agreed that the price under this agreement shall be the same as posted market price during the period of such decline, but in no instance shall the price be greater than that stated."

As an example of the many modifications which can be made in agreements, this clause might be modified to the effect that "it is agreed that the prices under this agreement will decline by like amount during the period of such decline." The latitude which can be attained in all phases of the contract is controlled largely by the anxiety of vendors for business, and by aggressiveness of the buyer in asking for or suggesting advantageous features.

The legal status of such agreements has not been established, but absence of judicial opinion does not detract from their usefulness. They are more or less informal, and may or may not be supported by bond for faithful performance, and if so supported, the status of such bond might be questionable, although the use of a faithful performance bond has a very desirable moral effect upon vendors who would not or could not afford the publicity or effect upon their credit standing should action be contemplated to collect on the bond. The most efficient means for enforcing compliance with the terms of the agreement is the power of the management to bar an offending contractor from any further business with the institution.

PROTECTION OF QUALITY

The quality of merchandise purchased and delivered must receive particular attention during the periods of rising prices. There is a tendency to offer slightly inferior merchandise on bid thereby permitting quotation of lower prices, and, on the part of some vendors, to deliver lower grade merchandise than that which has been ordered as a means of additional profit, or for the purpose of avoiding loss which would be incurred were they to strictly comply with the quality as ordered. Then, too, even the most reputable vendors have been known to make mistakes.

A specification has been authoritatively defined as a statement of what the buyer expects from the seller,

Continued on page 36

Why can't our CATALOG COVERS last longer?



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Hygrade Sylvania
CORPORATION
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● The rotating assemblies in the 250-volt, 60-ampere heavy duty switch are made of Seymour Phosphor Bronze because of its strong spring tension and good conductivity.

At each "ON" throw of the switch, these assemblies, composed of two plates, are driven into contact with terrific force by heavy coiled springs, the impact separating the plates to effect the grip on the contact plate. This grip must be sustained for many years; and, to make sure of it, the assemblies are put through a "fatigue" of 50,000 impacts! Evidence of the ability of Seymour Phosphor Bronze to stand such rigorous service is the fact that it is used for just such purposes by a very important part of the electrical industry.



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"QUOTATION MARKS"

"IT is the duty of those behind port development to put their own facilities on the highest possible level of efficiency and economy. No one can quarrel with rivalry of this nature, but, when healthy competition degenerates into the stealing of business by rival ports by methods that have little to do with the handling of passenger and cargo, the result is apt to be costly for all concerned. Much of the energy wasted in a dogfight between ports, it seems to me, might more profitably be expended in the development of the individual trade regions. We have our hands full meeting the competition of other nations without dissipating our strength in fruitless rivalry at home."

—H. Russell Amory
Assistant Director
Shipping Board Bureau

"I AM not pessimistic either as to the railroad situation or as to the transportation situation generally. It will take only a small lift in general business to make the prospects look much better than they superficially appear at the present time, and the forces of enterprise and initiative are beginning to swing into action."

—Joseph B. Eastman,
National Coordinator
of Transportation.

"THE problem of distribution is of equal importance with, if not greater than, the problems of production and styling. The chief obstacles in clearing away the barnacles that have slowed up distribution have been habit and tradition."

—M. S. Warren,
Warren-Allen Carpet Co.

A COMPLEX STORAGE PROBLEM

Continued from page 14

the top to the first shelf. A 24-inch deep bin for the storage of bulky parts is provided in the space between the first shelf and the floor by equipping this section with a short back on one side of the rack.

A unique application of commercial shelving is shown in Figure 3, which illustrates the route clerks' desks, constructed from commercial shelving parts. Hinged ledge tops furnish a means of closing the racks when not in use and provide a working surface when open.

All requisitions for parts carried in these stores are routed to these desks to have the bin locations indicated and the postings made to the inventory record cards, which are carried on the hinged post index racks of standard design. Lights for illuminating are concealed under the counter-tops of the racks.

By utilizing steel shelving parts in this unusual way, a very satisfactory shop desk has been constructed which harmonizes with the storage equipment and was installed at a very moderate cost.

★ ★ ★

OVERCOMING VIBRATION TROUBLES

Continued from page 10

overcome these difficulties but they would not hold tight under the severe conditions of service which they had to meet. The spring steel locknut was found to do the job excellently. It held tight, was very easy to assemble, did not damage the threads on the studs or the nut seat, would stand the highest engine temperatures and did away with all need of drilling the studs for safety wire with the use of castellated nuts. The studs are prevented from backing out by the use

of a press fit, and the nuts are prevented from turning loose in the slightest degree, by this type of spring steel locknut. This locknut was used on the Wright Whirlwind engines that made the historic flights of Lindbergh to Paris, of Chamberlin to Germany, and of many others, including every record breaking flight made in this country during the last ten years. It is now standard equipment on practically all aircraft engines built in the United States.

On some types of equipment there is little vibration in service, but the shipping vibration is so severe that most nut locking devices fail to hold. On large power transformers, for instance, the shipping vibration is very severe. Several years ago one of the leading manufacturers of transformers was having considerable trouble from this cause, especially in shipments to the Pacific Coast. They made exhaustive and severe laboratory tests on all available kinds of nut locking devices on the market and found this spring steel locknut the most effective and satisfactory from every point of view, and have used it as their standard on transformers and on many other types of equipment too, ever since then.

This type of locknut is peculiarly adapted to many applications in the field of Electric Utilities, too. It is used in a Hot Dip Galvanized finish on steel tower transmission lines, on wood pole distribution lines and on sub-station structures. It is also made of Duralumin—a copper rich alloy of great tensile strength and resilience—for use on outdoor electrical equipment. It is made in a black Parkerized steel for use indoors on electrical equipment or machinery used in central power plants.

Used as a self-locking nut, for light assembly work, the demand for this spring steel or spring tension nut is increasing rapidly. It makes unnecessary the use of lockwashers and saves money for material as well as for labor. In the assembly of radios for instance, it is used in place of regular nuts and lockwashers on electrolytic condensers, I-F transformers, coils, volume controls, switches and other small light weight parts.

It is often used in place of a regular nut for assemblies where no locking device has been used, because it costs no more and provides additional security against nuts loosening. A typical example of such applications is a heater cord plug where the two halves of the plug are held together by small bolts and nuts which, as almost any user of domestic appliances has experienced with annoyance, are very likely to work loose where just an ordinary small nut is used.

The use of this type nut as a self-locking nut must, however, be made with intelligence for only a single thread is used to carry the load. Each application requires individual consideration and study and very often the design of the nut should be changed slightly so as to meet special requirements. It is therefore desirable to consult engineering counsel and test with trial samples in regard to all new applications.

Can't we find a **DURABLE, SMUDGE-PROOF SURFACE** *for our* **COUNTER CARDS and DISPLAYS?**



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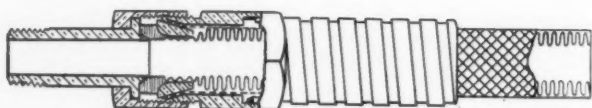
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No. 85

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TUBING CUTTER

No. 86

FOR quick and clean cutting of brass and copper tubing up to 1-inch outside diameter, this small and light (5 1/2 inches, 6 1/2 ounces) tool has been developed. The particular features of design are: special razor-edge cutting wheel adjusted to perfect right angle, and V-pad of wear-proof spring steel which irons out the cut without burr or distortion, ready for soldering.

See coupon below

THE EXECUTIVE PURCHASER
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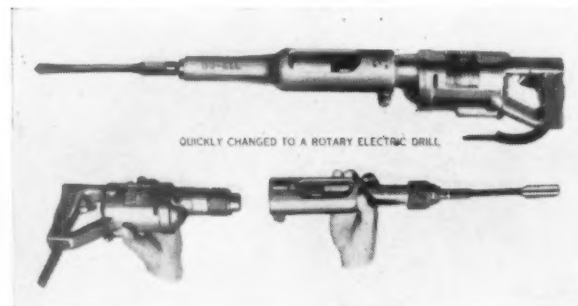


No. 87

TIRE SHIMS

THE use of numerous short strips of ordinary jacket iron, inserted between the tire and wheel center, often overlapped, is recognized to be one of the major reasons for the frequent loosening of locomotive tires. A one-piece shim of proper thickness and quality offers several outstanding advantages. Its quality, hardness and uniformity insure firmer grip, concentric set of tire on the wheel center, and greater resistance against the deteriorating effects of high temperatures. This product has been developed in close contact with railroad engineering departments and has been thoroughly tested in practical use. Performance records indicate that it can virtually eliminate loosening of locomotive tires.

See coupon below

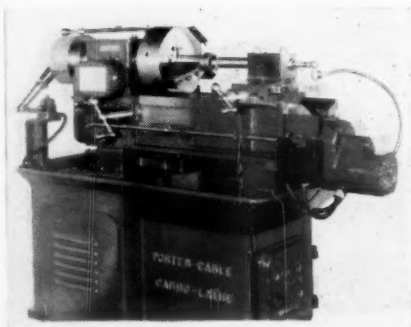


No. 88

ELECTRIC HAMMER & DRILL

THIS practicable combination tool operates from any electric light socket and its readily interchangeable parts permit use as an electric hammer, drill, grinder or buffer; with special tools it may be used for chipping, chiseling, cutting and vibrating. The motor is universal type with forced draft ventilation; working parts are simple and constructed of specially treated steels.

See coupon at left



QUICK RETURN FOR LATHES

No. 89

LATHE operations on which the carriage has 3" travel or more will be speeded up with less fatigue to the operator, by the use of this attachment consisting of separate electric motor connected by a flexible coupling to the feed shaft. It is furnished for both manual and automatic control, and provides a quick return of the carriage, and facing attachment, also a quick advance. Motor and feed mechanism are totally enclosed and protected against power strains.

See coupon on page 30



RUBBERIZED GLOVE

No. 90

INEXPENSIVE cotton work gloves treated by dipping in latex provide a rubberized surface that is water-tight and acid-proof, flexible, durable, and cold-resistant. The treated glove requires no drying out after use in snow or rain and is highly resistant to abrasion or cutting. The rubber coating does not peel off. Cost of these gloves is said to compare favorably with that of canvas or leather work gloves.

See coupon on page 30

Isn't There **SOMEWAY**
to **KEEP** Our Specification
Charts **CLEAN?**



This Question Will Be Answered in The September Issue of This Magazine
For Advance Information Write

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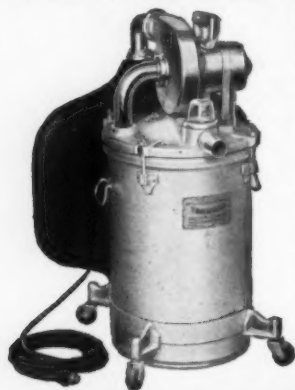
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COMBINES light weight (only 40 pounds) with tremendous cleaning power (1 HP G. E. ball-bearing motor—46 1-4 inch waterlift).

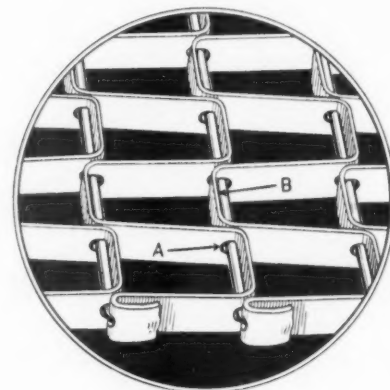
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REDUCE the dust hazard which so vitally affects the safety and health of your employees by using this new machine.

Write for details and information

BREUER ELECTRIC MFG. CO.
 840 Blackhawk St. Chicago, Ill.

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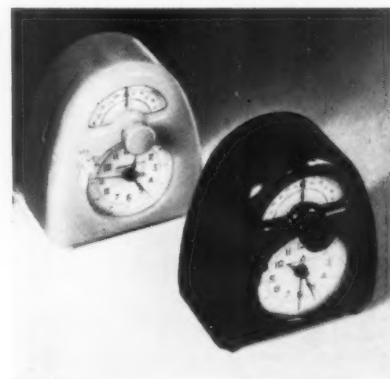


No. 91

SERVICE, flexibility and smoothness of this open mesh steel conveyor belt have been increased by redesigning the pivot-rod holes to provide a wider bearing surface for the U-shaped rods than is available with the customary round hole. Service tests indicate reduced wear and consequently reduced maintenance costs with the new arrangement. Furnished in stainless steel or electro-galvanized, the open mesh construction allows free circulation of air, heat, water, steam or treating solutions.

See coupon page 30

TIME METER



No. 92

FOR precision timing and measurement of intervals in chemical and engineering processes, testing laboratories, etc., this all-electric device provides accuracy and easy reading from fractions of a minute up to 120 minutes. It is adapted to industrial use by means of an acid-resistant and dielectric case.

See coupon page 30

WELDING HELMET



No. 93

THE design feature of this welding helmet is the "flip front" which enables the outer section of the glass holder to be raised instantly and conveniently for weld inspection. This is accomplished by springs enclosed in the hinge joints

and small thumb projections on both sides of the lower edge. A clear glass in the stationary section of the holder remains before the eyes when the front is open. An additional advantage is provided in the form of an inside eyeshield attachment protecting the welder's eyes from reflections and flashes from nearby work.

See coupon on page 30



FLOOR STAND FOR TUBING OR BAR STOCK

No. 94

THIS bar type floor stand is designed for use with wet or dry abrasive cut-off machines, but can be used to advantage in many other places where tubing or bar stock must be supported. It is featured by a self-adjusting device which saves time and attention in handling stock. When once set for the proper height, any shape or size of stock which the cut-off machine will handle is supported at the proper height for the machine with out further adjustment.

See coupon on page 30



VIBRATING SCREEN

No. 95

AN eccentric action on this vibrating screen for wet or dry process produces a circular screening movement resulting in uniform screening over the entire screen area and under any load. The horizontal screen frame is rigid and readily installed. The shaft rides in a complete, self-contained journal bearing mounted on the frame with the screen decks bolted in place. The unit can be removed and taken apart in the field. Centrally located nested springs provide uniform support and carry practically all of the load on both the decks and the aggregate. Single, double, and triple deck design, in eight sizes from 2 ft. x 4 ft. to 4 ft. x 12 ft.

See coupon on page 30



"Olives"!

"OLIVES" are the strange name of these little airplane control elements, made by us for an aeronautical firm. Many and varied are the uses to which Peck Springs and Screw Machine Parts are put, and we show these merely to indicate that Peck service is not limited to any one field or industry.

It is our obligation (and pride!) to interpret a customer's need and satisfy it, regardless of what it may be. And in order to do this, we often go far away from the beaten track!

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Box for Box MARVEL BLADES will out-cut and outlast all others for these patented blades combine the best features of all other types, still share the weaknesses of none—have the fast-cutting, long-lasting quality of Genuine High-Speed Steel and at the same time are shatter-proof, are GUARANTEED NOT TO BREAK. For use on all hack saw machines. They cost no more than "ordinary" high speed blades.

Write for Circular 360 N. Francisco Ave., Chicago, Ill., U. S. A.

Armstrong-Blum Mfg. Co.

"The Hack Saw People"

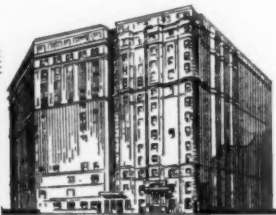
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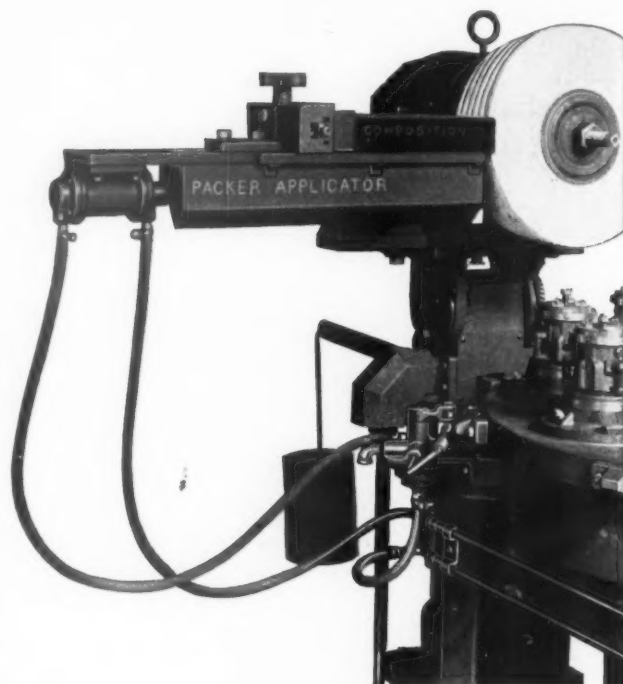
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No. 96

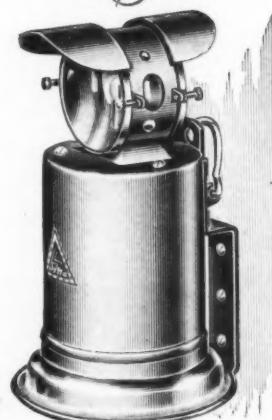
COMPOSITION APPLICATOR

AUTOMATIC application of composition to buffing wheels in the correct amount and at the proper time results in economy, a better job, greater hourly production, and elimination of time lost through "walk around" hand application. This device is adaptable for all standard types of polishing and buffing machines. It uses composition cakes up to 6x1½x11 inches and operates on 60 pounds of compressed air. Pressure of feed is adjustable according to the work being done, and cam operation is governed by the travel of the work table.

See coupon page 50

ELECTRIC FLARE

POWERflare



No. 97

MODEL A 1558
WITH INDIVIDUAL
CARRYING BRACKET

THIS portable electric signal light is designed to operate either as a steady flare or as an intermittent flash signal, with clear glass or red lens easily inserted. It can be used as protection for stalled trucks, or as a trouble lamp, to indicate location of docks and piers, to protect fire hose on heavily travelled streets, etc., etc. Operating on standard 6-volt batteries it has an average battery life of 40 hours (on flash) to 80 hours (on steady burning) and spare batteries can be carried for a year without serious loss of energy. It is not af-

fectured by stormy or rainy weather, and offers essential features of safety for use on trucks carrying inflammable materials.

See coupon page 30



GENERAL PURPOSE JACK

No. 98

THIS "four way" jack is designed for straight lifting, chain lifting, hook lifting, and foot lifting. Swivel base permits working at an angle, and the automatic lowering mechanism assures smooth and safe control at every stage of operation. It has a capacity of fifteen tons and a raise of 12½ inches. Weight, 67 pounds.

See coupon page 30



No. 99

TEST LIGHT & FUSE PULLER

THIS combination tool embodies the sensible and time-saving idea that a circuit should be tested before pulling the fuse, and obviates the necessity for carrying two types of equipment. The lead points for testing are inserted in the handle end of the safe reinforced bakelite pliers for ordinary use, and detachable flexible extension leads permit its use with widely spaced terminals. The design is adapted to knife switches and safety cut-outs on circuits of from 110 to 550 volts and fuses from 30 to 100 amperes capacity. It is rugged (test light enclosed in handle to protect against breakage) and convenient (pocket size, 7 inches over all).

See coupon page 30



No. 100

WELDING HOSE

DUAL passages in this all-rubber welding hose permit the running of gas on one side and air on the other, still retaining the convenience of operating with a single hose. The absence of fabric adds to the flexibility and wearing qualities, and reduces fire hazard in that there are no pockets to catch and hold sparks or hot metal. Standard lengths of 25, 50, 75 and 100 feet are stocked.

See coupon page 30

CAN'T WE MAKE OUR PRICE LIST BOOKLETS LAST A YEAR?



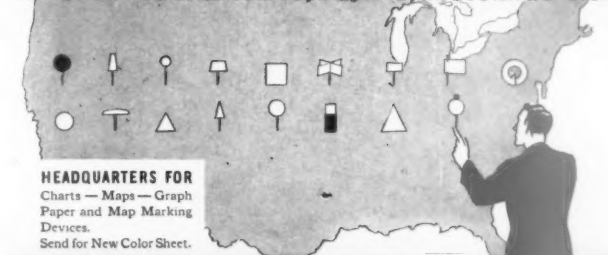
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BUYING ON A RISING MARKET

Continued from page 27

and the selection of the proper specification is of extreme importance, and must be made with care and a full knowledge of the user's requirements and the significance of the specifications. In one instance, an investigating body recommended that all drugs and medicaments be purchased under the specifications of the U. S. Pharmacopoeia, whereas only about twenty-five percent of these supplies are listed in the Pharmacopoeia. Such reckless use of specifications can only lead to ridicule or grief. Periodical meetings of department heads for the discussion of matters relating to supplies will be surprisingly effective in so molding specifications as to secure greatest utility, and in keeping down operating costs.

The Federal Specifications Board and the U. S. Bureau of Standards have a very complete list. There are numerous societies and trade bodies which have established other specifications applying to certain lines of commodities, such as the American Society for Testing Materials, the American Petroleum Institute, the American Medical Association, the various engineering societies, canning associations, etc. In addition, there are many State specifications and State laws which serve as specifications. Whether any of these established specifications are used or new ones are prepared by the purchaser for his particular use, there are two limits which must be observed:

First: They must be adequate. Vendors may intentionally or unintentionally leave out essential qualities of a product if such qualities are not specified. They cannot be criticised for this as they are compelled to meet competition and may be justified in assuming that a buyer who uses the specification has included all elements required.

Second: They must not be too comprehensive by including points which are not needed or which cannot be checked. Such an excess of specifications will either be a source of unnecessary additional expense or will lead to disregard by certain bidders of the points which cannot be checked and possibly some of the essential points.

At times, it will be found that there are no existing specifications, for instance, tomato juice. In such cases, it is necessary to specify a given brand, or equal, or to set up a sample as a physical specification.

A careful checking of samples under specification, and the frequent use of the laboratory will often lead to results effective of substantial savings, in institutional costs of operation. In one instance, laboratory tests costing approximately \$100.00 on various samples of laundry compound submitted under specification, led to the selection of one compound which was not the lowest price but which permitted the adoption of a different technique and resulted in a saving of 15% in the water used, amounting to over \$2,000.00 a year.

ADVERTISING IN THIS ISSUE OF THE EXECUTIVE PURCHASER

	<i>Page Number</i>
ARMSTRONG-BLUM CO.	33
Chicago, Ill.	
BONNAR-VAWTER FAN FORM CO.	23
Cleveland, O.	
BREUER ELECTRIC MFG. CO.	32
Chicago, Ill.	
BROWN & SHARPE MFG. CO.	2nd cover
Providence, R. I.	
CHICAGO CONCRETE BREAKING CO.	33
Chicago, Ill.	
DOBECKMUN CO.	27, 29, 31, 35
Cleveland, O.	
EDUCATIONAL EXHIBITION CO.	35
Providence, R. I.	
EVER READY LABEL CORP.	Back cover
New York, N. Y.	
FELTERS COMPANY, INC.	32
Boston, Mass.	
FOREST CITY FOUNDRIES CO.	32
Cleveland, O.	
GENERAL ELECTRIC CO.	3rd cover
New York, N. Y.	
HINDE & DAUCH PAPER CO.	25
Sandusky, O.	
HYGRADE SYLVANIA CORP.	27
Salem, Mass.	
KEE LOX MFG. CO.	3
Rochester, N. Y.	
MAY & MALONE, INC.	31
Cincinnati, O.	
MENDES CUTTING FACTORIES, INC.	35
New York, N. Y.	
PECK SPRING CO.	33
Plainville, Conn.	
ROOSEVELT HOTEL	4
New York, N. Y.	
JOSEPH T. RYERSON & SON, INC.	6
Chicago, Ill.	
SCULLY STEEL PRODUCTS CO.	31
Chicago, Ill.	
SEYMOUR MFG. CO.	28
Seymour, Conn.	
STERLING GRINDING WHEEL CO.	18, 19
Tiffin, O.	
TULLER HOTEL	34
Detroit, Mich.	
THOMAS PUBLISHING CO.	29
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Z-K EQUIPMENT & SUPPLY CO.	1
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